



ZENGER | FOLKMAN

Pat Sample

Feedback Practices and Perspectives

Self Assessment Feedback Report

7/4/2014

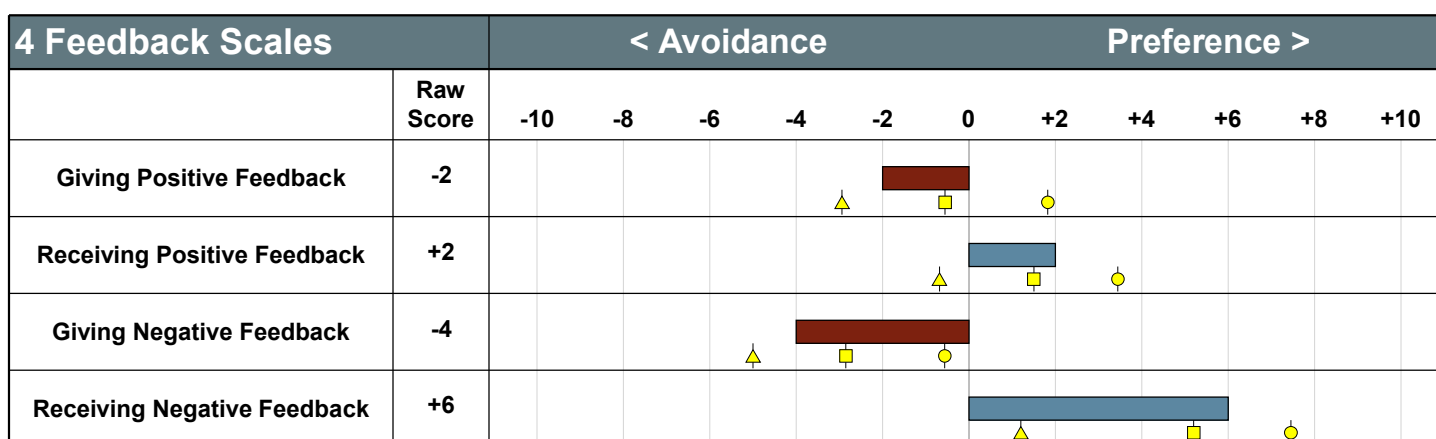
Section 1: Your Results

Interpreting Your Feedback Practices and Perspectives Survey Results

People have a variety of opinions and beliefs about giving and receiving feedback. Many people prefer receiving positive feedback, but others feel uncomfortable giving positive feedback. For many people giving negative (redirecting) feedback is viewed as a difficult chore, while others see providing redirecting feedback as a natural and necessary management practice.

This assessment is designed to measure your tendencies regarding feedback so that you can compare your preferences with the norms of others. The survey scale results are grouped into four dimensions about feedback, and one dimension called "self-confidence" which is closely related to the dynamics of feedback. The survey categories and your scores, along with descriptive norm categories, are shown in the table below.

Your raw scores (on a scale of -10 to +10) are listed and displayed on the graph below. Each dimension measures the extent to which you avoid or prefer a feedback attribute. The normative comparisons (percentile markers comparing your scores to other respondents) are shown below each bar; the three percentile markers indicate the 25th percentile (▲), 50th percentile (■) and 75th percentile (●).



Overview of the Feedback Scale Concepts

Giving Positive (Reinforcing) Feedback

This dimension measures the extent that you are comfortable, and find it useful to give positive (reinforcing) feedback to others. This dimension includes items where you made choices about: praising and recognizing others, your propensity to compliment others, the choice between complimenting or correcting for improvement, and whether to give praise for effort versus praise for successful outcomes.

Receiving Positive (Reinforcing) Feedback

This dimension measures the extent of your competence in receiving positive feedback from others. This dimension includes items where you made choices from alternatives about being recognized or praised, whether you would prefer your manager to praise or correct/advise you, and whether you feel you are recognized sufficiently.

Giving Negative (Redirecting) Feedback

This dimension measures the extent to which you prefer or avoid giving redirecting feedback to others. This dimension includes items regarding choices you might make about whether negative feedback is necessary, selecting the best way to give negative feedback, how people perceive your willingness or reluctance to give redirecting feedback, and what you expect the outcomes of corrective feedback will be.

Receiving Negative (Redirecting) Feedback

This dimension measures the extent of your skills and acceptance of receiving redirecting feedback from others. This dimension includes items where you indicated your expectations and common reactions to negative feedback, and described your personal reactions to corrective feedback.

Self-confidence Scale

Self-confidence measures the confidence, strength, and esteem that people demonstrate or believe about themselves. Self-confidence is manifest in many ways, including the way people take initiative or are proactive in work situations, general boldness or fearlessness of risk-taking, the tendency to be visible or outspoken, or to be optimistic about the future. Higher self-confidence persons are typically more open to receiving negative feedback, and less prone to give negative feedback.

